

# **City of Mountain View**

## **2005 – 2010 CONSOLIDATED PLAN AMENDMENTS**

Prepared by Community Development Department  
500 Castro Street  
Mountain View, California 94041

For Information, Please Contact: Adriana Garefalos, Senior Planner  
(650) 903-6450  
[adriana.garefalos@mountainview.gov](mailto:adriana.garefalos@mountainview.gov)

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Note: The City of Mountain View does not have a Neighborhood Revitalization Strategy, a Tenant Based Assistance Program or Public Housing; therefore these issues are not addressed.

# **2005–2010 CONSOLIDATED PLAN AMENDMENTS**

## **INTRODUCTION**

Title 24 Code of Federal Regulations Part 91 specifies that jurisdictions must prepare a Consolidated Plan in order to be eligible to apply for direct federal assistance under certain programs such as the Community Development Block Grant (CDBG) Program and HOME Investment Partnership (HOME) Program. The Consolidated Plan is a comprehensive planning document that identifies overall needs in the community for affordable housing, homeless programs and non-housing community development activities. It includes a five year strategy that establishes priorities for meeting those needs and identifies available resources to address the needs.

The City Mountain View is amending its adopted Consolidated Plan for the period July 1, 2005 to June 30, 2010 to comply with the following new HUD regulations effective March 13, 2006:

- The “Notice of Outcome Performance Measurement System for Community Planning and Development Formula Grant Programs”, Federal Register, Volume 71, Number 44, published on March 7, 2006; and
- 24 CFR Parts 91 and 570 “Consolidated Plan Revisions and Updates; Final Rule” published in the Federal Register, Volume 71, Number 27, on February 9, 2006.

The amendments to the Consolidated Plan do not change the substance of the City’s adopted Consolidated Plan and do not constitute a substantial amendment under the City’s Citizen Participation Plan. As detailed in the Summary of Changes below, other than the required incorporation of the HUD Performance Measures, the additional material is already incorporated in the City’s Consolidated Plan and the proposed amendments simply consolidate the material into new sections specifically titled to address the new requirements.

The proposed amendments were advertised on March 2, 2007 in a legal notice in the San Jose Post Record, a newspaper of general circulation. The amendments were also circulated for a 30 day review period from April 9 – May 8, 2007 and were adopted by the City Council at a public hearing on May 8, 2007.

## **Summary of Changes**

The Consolidated Plan Amendments are dictated by new regulations and involve the following:

- Executive Summary – Amended to include objectives and outcomes per new HUD requirements and an evaluation of past performance.
- Vacant and Abandoned Buildings – A description of vacant and abandoned buildings is incorporated into the section on Housing Market Conditions. The information

regarding vacant/abandoned buildings is already provided in the Consolidated Plan, therefore it is now consolidated into a separate section

- Chronic Homelessness – An assessment of the needs and resources available for the chronically homeless subpopulation is incorporated into the Homeless Strategy. This information is already provided in the Homeless Strategy. It is now consolidated into a new section titled “Chronically Homeless”.
- Citizen Participation – The term “faith-based organizations” is added to the list of entities involved in Consolidated Plan consultations, and the use of alternative public involvement techniques is also included.
- Resources – The competitive McKinney-Vento homeless Assistance Act funds are included in the description of resources expected to be available.
- Outcome Performance Measurement System – As required by the new HUD Performance Measures, objectives and outcomes have been listed for each of the goals in the Strategic Plan.
- Relative Allocation Priorities – A description has been provided in the Strategic Plan of the rationale for establishing allocation priorities, as they relate to priority needs. This information is already provided in the Strategic Plan however it is now consolidated into one section.

## **EXECUTIVE SUMMARY AMENDMENTS**

**(Add to Section I, Executive Summary)**

### **HUD Objectives and Outcomes**

The Consolidated Plan Executive Summary is amended to include new HUD objectives and outcomes (shown in bold) for each of the existing strategies as well as an evaluation of past performance (currently provided under Section II of the Consolidated Plan).

#### **HOMELESS STRATEGY**

##### **Strategy Number HS-1 – Regional Homeless Programs and Projects**

Continue to work with the County Collaborative on Housing and Homeless issues to carry out regional projects and programs to address the needs of homeless persons and families.

Target Population: Homeless persons, families and youths.

Performance Measure: Prevent homelessness and shorten the time people are homeless.

Five-Year Performance Goal: Participate in at least one regional project to benefit homeless persons.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

##### **Strategy Number HS-2 - Short Term Shelter**

Continue to fund or support programs that provide short-term shelter to persons who are homeless or at risk of homelessness.

Target Population: Homeless persons and families.

Performance Measure: Provide shelter to homeless persons and families.

Annual Year Performance Goal: Provide shelter to 70 Mountain View homeless persons.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-3 – Local Rotating Shelter Program**

Continue to support the operation of the local rotating shelter program that provides shelter for up to 12 homeless persons per night in local churches.

Target Population: Homeless persons.

Performance Measure: Assist homeless persons to end the cycle of homelessness and move to transitional or permanent housing.

Five-year Performance Goal: Assist 10 homeless individuals to move to transitional housing.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-4 – Transitional/Permanent Housing**

Continue to support Mountain View's six-bed transitional house (at 813 Alice Avenue) for previously homeless persons and other transitional and permanent housing programs for homeless persons and families.

Target Population: Homeless persons.

Performance Measure: Assist homeless persons to end the cycle of homelessness and move to permanent housing.

Five-Year Performance Goal: Assist 5 homeless individuals to move to permanent housing.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-5 – Transitional House Rehabilitation**

Complete Rehabilitation of the Transitional House at 813 Alice. The transitional house provides housing for up to 5 previously homeless persons plus an on-site manager. Carry-over objective from the 2000 Consolidated Plan.

Target Population: Homeless Persons

Performance Measure: Provide transitional housing for homeless persons so they can advance in their jobs and save funds for a rental deposit, in order to eventually move to permanent housing.

Five-Year Performance Goal: Complete rehabilitation of the house so that it is ready for full occupancy.

**Objective:** Decent Housing

**Outcome(s):** Availability/Accessibility

**Special Needs:**

**Strategy Number HS-1 – Emergency Assistance**

Support programs that protect people from becoming homeless by providing emergency assistance.

Target Population: Extremely Low Income persons at risk of homelessness

Performance Measure: Provide emergency assistance services to prevent persons from becoming homeless.

Annual Performance Goal: Assist 3500 people each year with emergency assistance services in order to prevent homelessness.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-2 – Regional Emergency Rent/Utility Payment Programs**

Participate in regional efforts to support and develop programs that provide emergency rent and utility payments and security deposit assistance.

Target Population: Extremely Low Income persons at risk of homelessness.

Performance Measure: Prevent persons from becoming homeless.

Five-Year Performance Goal: Participate in regional efforts to develop an emergency rent/utility payment program and assistance with security deposits. Establish a program (if feasible) to provide services countywide.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-3 – Home Access Program**

Fund a Home Access Program to assist disabled persons to make modifications to their homes to make them accessible.

Target Population: Persons with disabilities.

Performance Measure: Allow persons with disabilities to continue to live in their homes.

Five-Year Performance Goal: 25 homes to be made accessible so the residents can continue to live in the home.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-4 – Housing Units for Special Needs Households**

Participate in regional and local projects that will increase the supply of housing for persons with disabilities, victims of domestic violence and other special needs groups.

Target Population: Special needs groups, especially persons with disabilities, victims of domestic violence and other groups.

Performance Measure: Reduce housing cost burden for special needs groups.

Five-Year Performance Goal: 50 new housing units for special needs groups in an effort to reduce the housing cost burden for special needs groups.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**HOUSING STRATEGY GOALS/OBJECTIVES**

**Rental Housing Strategies:**

**Strategy Number HS-1 – Complete Construction of Efficiency Studios**

Complete the construction of 120 efficiency studio units.

Target Population: Small households (1-2 people); Extremely Low and Very Low income.

Performance Measure: Reduce housing cost burden for Extremely Low and Very Low Income one and two person households.

Expected Units Over 5 Years: 120 new efficiency studio units to be developed. Project was completed FY 2005-06; 120 new housing units constructed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-2** – Complete Rehabilitation of the Sierra Vista I Family Apartments.

Target Population: Small and Large family households; Very Low and Low Income.

Performance Measure: Maintain housing quality standards of assisted housing and extend the useful life of the housing stock.

Expected Units Over 5 Years: 20 family apartments to be rehabilitated.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-3** – New Family Rental Housing

Encourage the development of rental housing for Extremely Low and Very Low Income families.

Target Population: Large family households and some units for small family households; Extremely Low and Very Low income.

Performance Measure: Reduce housing cost burden for Extremely Low and Very Low Income large family and small family households.

Expected Units Over 5 Years: 150 new family rental units to be developed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-4** – New Senior Rental Housing

Encourage the development of senior rental housing.

Target Population: Extremely Low and Very Low income senior households

Performance Measure: Reduce housing cost burden for Extremely Low and Very Low income senior households.

Expected Units Over 5 Years: 100 new senior rental units to be developed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-5** – Acquisition/Rehabilitation

Explore opportunities to acquire, rehabilitate and convert to affordable housing at least 50 housing units.

Target Population: Extremely Low, Very Low and Low income renter households

Performance Measure: Reduce housing cost burden for Extremely Low, Very Low and Low income households.

Expected Units Over 5 Years: 50 rental units (assuming that a suitable property becomes available)

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-6** – Rehabilitation of Affordable Housing

Preserve the existing affordable rental housing stock.

Target Population: Extremely Low and Very Low income renter households

Performance Measure: Maintain housing quality standards and extend the useful life of the affordable housing stock through rehabilitation.

Expected Units Over 5 Years: 30 units minimum to be rehabilitated

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-7 – Use Available Funds to Address Housing Needs**

Whenever possible, spend at least half of the City's CDBG and HOME grants to provide housing for lower income households, homeless persons and other households with special needs.

Target Population: Extremely Low, Very Low and Low income households.

Performance Measure: Address the housing needs of lower income households.

Expected Outcome: \$2.9 Million to be allocated to affordable housing over 5 years.

This Strategy is not conducive to HUD objectives/outcomes.

**Strategy Number HS-8 – Housing for Special Needs Households**

In partnership with other jurisdictions, work on regional approaches to providing housing for persons with physical or mental disabilities, victims of domestic violence, and the homeless.

Target Population: Extremely Low and Very Low income special needs households (physical/mental disabilities, victims of domestic violence, homeless, etc.)

Performance Measure: Reduce the housing cost burden for Special Needs households.

Expected Units Over 5 Years: 50 housing units.

**Objective:** Decent Housing

**Outcome(s):** Availability-Accessibility

**Owner Housing Objectives:**

**Strategy Number HS-7 – Home Repairs**

Continue to fund a Home Repair Program.

Target Population: Extremely Low and Very Low income homeowners, especially seniors and persons with disabilities.

Performance Measure: Maintain housing quality standards of low-income homeowners.

Expected Units Over 5 Years: 50 housing units to be repaired

**Objective:** Decent Housing

**Outcome(s):** Availability-Accessibility

**Strategy Number HS-8 – Outreach Regarding First Time Homebuyer Programs**

Maintain and distribute information regarding First-Time Homebuyer Programs.

Target Population: Low and Moderate income households, especially minority households.

Performance Measure: Increase the number of Low and Moderate Income City households that are homeowners, especially minority households.

Expected Units Over 5 Years: 10 new Low and Moderate income households to become first time homebuyers (25% of these to be minority households).

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-8 – Explore Opportunities to Create First-Time Homebuyer Programs**

Explore opportunities to use CDBG/HOME funds for first-time homebuyer programs.

Target Population: Low income households, especially minority households.

Performance Measure: Increase the number of Lower Income City households that are homeowners, especially minority households.

Expected Units Over 5 Years: 5 new low income households (25% minority households) to become first time homebuyers, should an appropriate program be developed.

**Objective:** Decent Housing

**Outcome(s):** Affordability



## COMMUNITY DEVELOPMENT STRATEGY GOALS/OBJECTIVES

### Public Facilities/Infrastructure:

#### **Strategy Number CD-1 Improve Accessibility of streets, sidewalks, public facilities**

Make streets, sidewalks and City facilities accessible per the requirements of the Americans with Disabilities Act (ADA).

**Target Population:** Persons with disabilities

**Performance Measure:** Remove barriers to accessibility.

**Five-Year Performance Goal:** complete at least two projects involving removal of barriers, if funding is available after housing goals have been addressed.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

#### **Strategy Number CD-2 Preserve, Maintain, Increase Park Facilities and Make Accessible**

Preserve and maintain existing parks and open space and when possible, increase park and open space resources. Also, whenever possible, make parks accessible.

**Target Population:** Residents of lower income neighborhoods and disabled persons.

**Performance Measure:** Improve use and accessibility of City parks and increase park resources in lower income neighborhoods.

**Five-Year Performance Goal:** Complete at least two park projects in lower income neighborhoods or involving accessibility improvements, if funds are available.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

### **Public Services/Facilities**

#### **Strategy Number CD-3 – Support of Public Services and Agency Facilities**

Provide funding and support to a variety of public services (including maintaining agency facilities).

**Target Population:** Extremely Low and Very Low Income persons and seniors

**Performance Measure:** Provide case management and basic needs such as food, shelter, clothing, and health care in order for lower income persons to be able to live on their limited incomes and pay for housing costs.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

#### **Strategy Number CD-4 – Increase Public Outreach**

Increase public outreach to inform the community about available programs and services. **Target Population:** Extremely Low and Very Low Income persons, especially minority households and seniors

**Performance Measure:** Target outreach to low income neighborhoods and hard to reach persons such as homebound seniors, disabled persons and non-English speaking persons. Carry out two targeted outreach activities each year.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

## **ECONOMIC DEVELOPMENT**

**Strategy Number ED-1** – Explore the possibility of establishing job training or individual deposit account programs as a means to assist households to break the cycle of poverty.

**Target Population:** Extremely Low and Very Low Income households

**Performance Measure:** Assist Extremely Low Income and Very Low Income Households to End the Cycle of Poverty

**Five-Year Performance Goal:** Explore the feasibility of establishing some type of job training or asset building program and implement it if feasible.

This Strategy is not conducive to HUD objectives/outcomes.

## **FAIR HOUSING STRATEGIES:**

For all the objectives below the target population is Mountain View residents and property owners/managers as well as persons who may want to be residents of the City. The performance goal is to provide the community with information about fair housing rights and responsibilities and to investigate cases of discrimination in an effort to eliminate housing discrimination in the community.

**Strategy Number FH-1:** Continue to provide funding for fair housing outreach activities and case investigation.

**Five-Year Performance Goal:** 40 housing discrimination cases to be investigated and 25 outreach activities to be carried out.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number FH-2:** Continue to participate in a countywide fair housing task force in order to improve the provision of fair housing services on a regional basis.

**Five-Year Performance Goal:** Continue to attend meetings and participate in helping carry out the goals of the task force.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number FH-3:** Develop a systematic method for proactive fair housing testing of housing in Mountain View.

**Five-Year Performance Goal:** Carry out testing of at least 10 properties.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number FH-4:** Expand public outreach efforts to provide information regarding fair housing services in Mountain View.

**Five-Year Performance Goal:** Carry out at least 10 new outreach activities.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

## **Evaluation of Past Performance**

The City has made significant progress in addressing the needs of the community's low income residents and successfully met the goals of the previous Consolidated Plan (2000-2005). The City's major goal during 2000-2005 was the construction of efficiency studio housing. San Antonio Place, consisting of 118 efficiency studio units, was completed in

April 2006. The City carried out a number of other affordable housing projects including the rehabilitation of the Tyrella Gardens Apartments (56 affordable family apartments), the preservation of the transitional house at 813 Alice Avenue, exterior rehabilitation of the Central Park Apartments (149 units for seniors), the continued operation of a Home Repair and Home Access Program, and a number of other projects.

The City has consistently used its federal funds to address the needs of its most vulnerable residents, including those who are chronically homeless. CDBG funds, along with the City's general funds, have been used to support a local social service network that provides basic human services to those in need. The City has consistently spent the maximum allowable (15 percent) of its grant and program income on eligible public service activities. In addition, the City has participated in a number of regional projects that have benefited the homeless and special needs households, such as the Sobrato Family Living Center, Stoney Pine, HomeSafe , etc.

**VACANT AND ABANDONED BUILDINGS**  
**(Add to Section IV, Housing Market Conditions)**

Due to the high cost and great demand for land in Mountain View, there are few vacant sites and there are no abandoned buildings or sites. Information is not available on the exact number or location of vacant sites. The few vacant sites that do exist are primarily under private ownership and are either being held off the market by the owner, or are in the process of being rehabilitated or redeveloped. Local non-profit housing developers are encouraged to pursue all feasible sites, including vacant sites, for potential affordable housing projects.

**CHRONICALLY HOMELESS**  
**(Add to Section VI, Homeless Needs)**

Section VI of the City of Mountain View's adopted Consolidated Plan identifies the nature and extent of homelessness of different subpopulations, identifies resources for the homeless and also provides an inventory of facilities and services that meet the emergency, transitional, permanent supportive and permanent housing needs of homeless persons. As noted under Section II, Consolidated Plan Process, the City of Mountain View consulted with other agencies and jurisdictions in the County, including agencies that serve the homeless population, in preparing the Consolidated Plan. In preparing the Homeless Strategy, the City consulted with agencies in the county that serve the homeless population.

The information provided below has been prepared to address new HUD requirements regarding the chronically homeless and is intended to supplement the existing material in the adopted Consolidated Plan, not replace it. The City of Mountain View does not have a rural homeless population, therefore this subcategory is not included.

A chronically homeless person is defined by HUD as an unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more or has had at least four episodes of homelessness in the past three years. Based on the County's 2004 Continuum of Care application, there are approximately 931

chronically homeless persons in Santa Clara County. Of the total number, approximately one-fifth, or 186 chronically homeless individuals, reside in emergency shelters and the remaining 745 are unsheltered. There are an estimated 17 chronically homeless persons in Mountain View. Serious mental illness, chronic health conditions, physical disabilities and substance abuse disorders are all high risk factors for chronic homelessness.

Recognizing that homelessness is a regional issue, the City of Mountain View actively participates in the Santa Clara County Homeless Collaborative. Being on the northern end of Santa Clara County, Mountain View also partners with non-profit organizations and other agencies in neighboring San Mateo County, such as the Clara Mateo Alliance, to provide or support services and housing available to low-income, homeless, and chronically homeless persons.

As discussed under Section VI of the City's Consolidated Plan, "Homeless Needs", the City of Mountain View participated in the County Homeless Task Force for the creation of a 10-Year Plan to End Chronic Homelessness. This Plan focuses on prevention, permanent housing and support services, securing benefits for the homeless and creating public awareness and support for funding programs and housing for the homeless.

Outreach programs in Santa Clara County that are targeted to the chronically homeless include: Alliance for Community Care, InnVision the Way Home, and Emergency Housing Consortium. InnVision/Urban Ministry's prepared meal and grocery programs in Palo Alto provide basic life sustaining services to those who are chronically homeless. In the fall of 2006 the Opportunity Center opened in Palo Alto and includes a day center for the homeless that is open from 8:30-4:30 Monday through Friday and includes basic services targeted to the chronically homeless such as showers, laundry facilities, clothing, food, mental health counseling, health care, substance abuse programs, as well as comprehensive and coordinated outreach and counseling. In Mountain View the Community Services Agency, through its Alpha Omega Program, provides case management services for the chronically homeless and assists them to locate services, obtain public benefits and find permanent housing.

The Emergency Housing Consortium's new "Off the Streets Project" targets chronically homeless individuals who are addicted to alcohol. The program provides 26 units of permanent housing that focus specifically on the housing and supportive service needs of chronically homeless people. The Santa Clara County Housing Authority has set aside 100 Section 8 vouchers for chronically homeless adults. The Catholic Charities Housing Search program is partnering with the Housing Authority to help program participants locate and secure housing. The Opportunity Center in Palo Alto provides 89 units of new permanent affordable housing. The new San Antonio Place efficiency studios in Mountain View, which opened in April 2006, includes 10 units of permanent housing which are targeted to persons with disabilities, including those who have been homeless.

InnVision the Way Home operates the singles/couples and family shelters at the Clara-Mateo Alliance facility, housed on the Veterans Administration campus in nearby Menlo Park. There are a total of 63 emergency shelter beds and six transitional housing units for homeless individuals, including those who are chronically homeless. Meals and extensive support services, including case management, crisis intervention, drug/alcohol

sobriety maintenance, medical care, and linkages with other agencies, are provided in order to help clients break the cycle of homelessness and poverty. InnVision also operates a number of shelters and transitional housing facilities in San Jose, which are available to the chronically homeless. The Emergency Housing Consortium also has numerous shelter facilities and transitional housing programs in San Jose, which chronically homeless persons could qualify for. The City of Mountain View provides financial support to the Emergency Housing Consortium for provision of shelter to Mountain View homeless persons, including those who are chronically homeless.

### **CONSULTATION AND CITIZEN PARTICIPATION**

#### **(Add to Section II, Consolidated Plan Process)**

The City of Mountain View encourages the participation of local and regional institutions and other organizations (including businesses, developers, and community and faith-based organizations) in the process of developing and implementing the Consolidated Plan. In preparing the Consolidated Plan the City consulted with public and private agencies that provide subsidized housing, health services, and social and fair housing services. The City mailed notices regarding the Consolidated Plan process to numerous organizations, including faith based organizations and local churches, in an effort to inform low income residents about the Consolidated Plan process.

The City also explored the use of alternative public involvement techniques such as the use of a telephone survey, the use of focus groups and the use of multi-language public notices and translation services to encourage participation. In the future the City will attempt to use the Internet to a greater extent in soliciting and obtaining public comments and input.

### **RESOURCES AVAILABLE**

#### **(Add to Section VIII, Five Year Strategic Plan and Table 30)**

The City of Mountain View encourages local non-profit housing and public service agencies to pursue all available public and private funding sources in order to achieve the goals of the Consolidated Plan. Most projects and activities secure funding from a variety of sources including private donations, charitable foundations, and church and community fundraising to leverage federal, state and local funding. The Five Year Strategic Plan includes a detailed listing of funding sources which the City and/or its subrecipients are anticipated to receive funding from. In addition to the resources listed, it is anticipated that funding will also be received from the McKinney-Vento Homeless Assistance Program. The information below is intended to be incorporated in Section VIII, Five Year Strategic Plan, under Federal Programs for Projects Serving the Homeless:

#### **McKinney-Vento Homeless Assistance**

Each year between 35 and 40 non-profits in Santa Clara County receive approximately \$9 million for programs assisting the homeless. These funds benefit programs on a countywide basis.

## **OUTCOME PERFORMANCE MEASUREMENT SYSTEM** **(Add to Section VIII, Five Year Strategic Plan)**

The purpose of HUD's new performance measurement system is to provide a framework to better capture, measure and monitor CDBG program results so that program effectiveness can be clearly demonstrated at both the local and national levels. The new performance measurement structure requires that objectives, outcomes and indicators be linked to the strategies in the Consolidated Plan, to the proposed activities in the Annual Action Plan and to the accomplishments reported in the Consolidated Annual Performance and Evaluation Report (CAPER). This system will help quantify and measure program outcomes in order to determine how well programs and activities are meeting established needs and goals of the Consolidated Plan.

All activities must meet one of three national *objectives*:

- Create a suitable living environment
- Provide decent housing
- Create economic opportunities

Once an objective is selected, an *outcome* must be identified:

- Availability/Accessibility
- Affordability
- Sustainability

Finally, specific performance *indicators* must be reported, such as:

- Number of rental units constructed
- Number of rental units rehabilitated
- Number of persons assisted with new access to a public service
- Number of households who received assistance to prevent homelessness

The following listing identifies specific objectives, outcomes and indicators for all the goals in the strategic plan section of the adopted Consolidated Plan.

### **HOMELESS STRATEGY**

#### **Strategy Number HS-1 – Regional Homeless Programs and Projects**

Continue to work with the County Collaborative on Housing and Homeless issues to carry out regional projects and programs to address the needs of homeless persons and families.

Target Population: Homeless persons, families and youths.

Performance Measure: Prevent homelessness and shorten the time people are homeless.

Five-Year Performance Goal: Participate in at least one regional project to benefit homeless persons.

**Objective**: Suitable Living Environment

**Outcome(s)**: Availability/Accessibility

#### **Strategy Number HS-2 - Short Term Shelter**

Continue to fund or support programs that provide short-term shelter to persons who are homeless or at risk of homelessness.

Target Population: Homeless persons and families.

Performance Measure: Provide shelter to homeless persons and families.

Annual Year Performance Goal: Provide shelter to 70 Mountain View homeless persons.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-3 – Local Rotating Shelter Program**

Continue to support the operation of the local rotating shelter program that provides shelter for up to 12 homeless persons per night in local churches.

Target Population: Homeless persons.

Performance Measure: Assist homeless persons to end the cycle of homelessness and move to transitional or permanent housing.

Five-year Performance Goal: Assist 10 homeless individuals to move to transitional housing.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-4 – Transitional/Permanent Housing**

Continue to support Mountain View's six-bed transitional house (at 813 Alice Avenue) for previously homeless persons and other transitional and permanent housing programs for homeless persons and families.

Target Population: Homeless persons.

Performance Measure: Assist homeless persons to end the cycle of homelessness and move to permanent housing.

Five-Year Performance Goal: Assist 5 homeless individuals to move to permanent housing.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-5 – Transitional House Rehabilitation**

Complete Rehabilitation of the Transitional House at 813 Alice. The transitional house provides housing for up to 5 previously homeless persons plus an on-site manager. Carry-over objective from the 2000 Consolidated Plan.

Target Population: Homeless Persons

Performance Measure: Provide transitional housing for homeless persons so they can advance in their jobs and save funds for a rental deposit, in order to eventually move to permanent housing.

Five-Year Performance Goal: Complete rehabilitation of the house so that it is ready for full occupancy.

**Objective:** Decent Housing

**Outcome(s):** Availability/Accessibility

**Special Needs:**

**Strategy Number HS-1 – Emergency Assistance**

Support programs that protect people from becoming homeless by providing emergency assistance.

Target Population: Extremely Low Income persons at risk of homelessness

Performance Measure: Provide emergency assistance services to prevent persons from becoming homeless.

Annual Performance Goal: Assist 3500 people each year with emergency assistance services in order to prevent homelessness.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-2 – Regional Emergency Rent/Utility Payment Programs**

Participate in regional efforts to support and develop programs that provide emergency rent and utility payments and security deposit assistance.

Target Population: Extremely Low Income persons at risk of homelessness.

Performance Measure: Prevent persons from becoming homeless.

Five-Year Performance Goal: Participate in regional efforts to develop an emergency rent/utility payment program and assistance with security deposits. Establish a program (if feasible) to provide services countywide.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-3 – Home Access Program**

Fund a Home Access Program to assist disabled persons to make modifications to their homes to make them accessible.

Target Population: Persons with disabilities.

Performance Measure: Allow persons with disabilities to continue to live in their homes.

Five-Year Performance Goal: 25 homes to be made accessible so the residents can continue to live in the home.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-4 – Housing Units for Special Needs Households**

Participate in regional and local projects that will increase the supply of housing for persons with disabilities, victims of domestic violence and other special needs groups.

Target Population: Special needs groups, especially persons with disabilities, victims of domestic violence and other groups.

Performance Measure: Reduce housing cost burden for special needs groups.

Five-Year Performance Goal: 50 new housing units for special needs groups in an effort to reduce the housing cost burden for special needs groups.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**HOUSING STRATEGY GOALS/OBJECTIVES**

**Rental Housing Goals:**

**Strategy Number HS-1 – Complete Construction of Efficiency Studios**

Complete the construction of 120 efficiency studio units for Extremely Low and Very Low income one and two person households. (Carry-over objective from the 2000 Consolidated Plan)

Target Population: Small households (1-2 people); Extremely Low and Very Low income.

Performance Measure: Reduce housing cost burden for Extremely Low and Very Low Income one and two person households.

Expected Units Over 5 Years: 120 new efficiency studio units to be developed. Project was completed FY 2005-06; 120 new housing units constructed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-2 – Complete Rehabilitation of Sierra Vista I Family Apartments**

Complete the rehabilitation of the Sierra Vista I Apartments (1901 Hackett Avenue). (Carry-over objective from the 2000 Consolidated Plan)



Target Population: Small and Large family households; Very Low and Low Income.  
Performance Measure: Maintain housing quality standards of assisted housing and extend the useful life of the housing stock.  
Expected Units Over 5 Years: 20 family apartments to be rehabilitated.  
**Objective:** Decent Housing  
**Outcome(s):** Affordability

**Strategy Number HS-3 – New Family Rental Housing**

Encourage the development of rental housing for Extremely Low and Very Low Income families throughout the City and work toward the goal of 150 units of new housing (especially for large families).

Target Population: Large family households and some units for small family households; Extremely Low and Very Low income.

Performance Measure: Reduce housing cost burden for Extremely Low and Very Low Income large family and small family households.

Expected Units Over 5 Years: 150 new family rental units to be developed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-4 – New Senior Rental Housing**

Encourage the development of senior rental housing, including projects with centralized facilities or congregate care, and work toward the goal of developing 100 new senior housing units (especially for Extremely Low and Very Low income).

Target Population: Extremely Low and Very Low income senior households

Performance Measure: Reduce housing cost burden for Extremely Low and Very Low income senior households.

Expected Units Over 5 Years: 100 new senior rental units to be developed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-5 – Acquisition/Rehabilitation**

Explore opportunities to work with property owners and/or non-profit developers to acquire, rehabilitate and convert to affordable housing at least 50 housing units, should an appropriate property be identified.

Target Population: Extremely Low, Very Low and Low income renter households

Performance Measure: Reduce housing cost burden for Extremely Low, Very Low and Low income households.

Expected Units Over 5 Years: 50 rental units (assuming a suitable property is available)

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-6 – Rehabilitation of Affordable Housing**

Preserve the existing affordable rental housing stock by using CDBG funds (and other available funding sources) to address rehabilitation needs.

Target Population: Extremely Low and Very Low income renter households

Performance Measure: Maintain housing quality standards of assisted housing and extend the useful life of the housing stock.

Expected Units Over 5 Years: 30 units minimum to be rehabilitated

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Strategy Number HS-7 – Use Available Funds to Address Housing Needs**

Whenever possible, spend at least half of the City's CDBG and HOME grants to provide housing for lower income households, homeless persons and other households with special needs.

Target Population: Extremely Low, Very Low and Low income households.

Performance Measure: Address the housing needs of lower income households.

Expected Outcome: \$2.9 Million to be allocated to affordable housing projects over the next five years.

This Strategy is not conducive to HUD objectives/outcomes.

**Strategy Number HS-8 – Housing for Special Needs Households**

Work with nonprofit agencies, other cities and the County as well as housing developers, on regional approaches to provide housing for persons with physical or mental disabilities, victims of domestic violence, and the homeless. Work toward the goal of 50 housing units for special needs groups in the region to be developed in partnership with other jurisdictions.

Target Population: Extremely Low and Very Low income special needs households (physical/mental disabilities, victims of domestic violence, homeless, etc.)

Performance Measure: Reduce the housing cost burden for Special Needs households.

Expected Units Over 5 Years: 50 housing units.

**Objective:** Decent Housing

**Outcome(s):** Availability-Accessibility

**Owner Housing Objectives:**

**Strategy Number HS-7 – Home Repairs**

Continue to fund a Home Repair Program that assists low income homeowners with home repairs to maintain their homes in good condition and be able to continue living in them.

Target Population: Extremely Low and Very Low income homeowners, especially seniors and persons with disabilities.

Performance Measure: Maintain housing quality standards of housing owned by low-income households.

Expected Units Over 5 Years: 50 housing units to be repaired

**Objective:** Decent Housing

**Outcome(s):** Availability-Accessibility

**Strategy Number HS-8 – Outreach Regarding First Time Homebuyer Programs**

Maintain and distribute information regarding First-Time Homebuyer Programs and conduct outreach in the community to inform households about the availability of the programs.

Target Population: Low and Moderate income households, especially minority households.

Performance Measure: Increase the number of Low and Moderate Income City households that are homeowners, especially minority households.

Expected Units Over 5 Years: 10 new Low and Moderate income households to become first time homebuyers (25% of these to be minority households).

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number HS-8 – Explore Opportunities to Create First-Time Homebuyer Programs**

Explore opportunities to use CDBG/HOME funds for first-time homebuyer programs, including for self-help/sweat equity construction, in order to increase the number of lower income first time homebuyers.

**Target Population:** Low income households, especially minority households.

**Performance Measure:** Increase the number of Lower Income City households that are homeowners, especially minority households.

**Expected Units Over 5 Years:** 5 new low income households (25% minority households) to become first time homebuyers, should an appropriate program be developed.

**Objective:** Decent Housing

**Outcome(s):** Affordability

**Community Development Strategy/Objectives**

**Public Facilities/Infrastructure:**

**Strategy Number CD-1 Improve Accessibility of streets, sidewalks, public facilities**

Make streets, sidewalks and City facilities accessible per the requirements of the Americans with Disabilities Act (ADA).

**Target Population:** Persons with disabilities

**Performance Measure:** Remove barriers to accessibility.

**Five-Year Performance Goal:** complete at least two projects involving removal of barriers, if funding is available after housing goals have been addressed.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number CD-2 Preserve, Maintain, Increase Park Facilities and Make Accessible**

Preserve and maintain existing parks and open space and when possible, increase park and open space resources and address the needs of areas that are deficient in open space, such as the San Antonio area, by taking advantage of opportunities that come up to acquire open space. Also, whenever possible, make parks accessible and in compliance with ADA standards and add improvements such as restrooms.

**Target Population:** Residents of lower income neighborhoods and disabled persons.

**Performance Measure:** Improve use and accessibility of City parks and increase park resources in lower income neighborhoods.

**Five-Year Performance Goal:** Complete at least two park projects in lower income neighborhoods or involving accessibility improvements, if funds are available.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Public Services/Facilities**

**Strategy Number CD-3 – Support of Public Services and Agency Facilities**

Provide funding and support to a variety of public services (including maintaining agency facilities) to provide case management and help low income persons obtain basic needs such as food, shelter, clothing, and health care and help seniors survive on their limited incomes and continue living in their homes.

**Target Population:** Extremely Low and Very Low Income persons and seniors

**Performance Measure:** Provide case management and basic needs such as food, shelter, clothing, and health care in order for lower income persons to be able to live on their

limited incomes and pay for housing costs.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number CD-4 – Increase Public Outreach**

Increase public outreach to inform the community about available programs and services. Target hard to reach groups such as seniors and provide bilingual outreach. Explore new avenues for outreach such as schools and Post Offices.

Target Population: Extremely Low and Very Low Income persons, especially minority households and seniors

Performance Measure: Target outreach to low income neighborhoods and hard to reach persons such as homebound seniors, disabled persons and non-English speaking persons.

Annual Performance Goal: Carry out two targeted outreach activities each year.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Economic Development**

**Strategy Number ED-1 –** Explore the possibility of establishing job training or individual deposit account programs as a means to assist households to break the cycle of poverty and build savings for future rental deposits or as a down-payment for ownership housing.

Target Population: Extremely Low and Very Low Income households

Performance Measure: Assist Extremely Low Income and Very Low Income Households to End the Cycle of Poverty

Five-Year Performance Goal: Explore the feasibility of establishing some type of job training or asset building program and implement it if feasible.

This Strategy is not conducive to HUD objectives/outcomes.

**Fair Housing Strategies**

For all the objectives below the target population is Mountain View residents and property owners/managers as well as persons who may want to be residents of the City. The performance goal is to provide the community with information about fair housing rights and responsibilities and to investigate cases of discrimination in an effort to eliminate housing discrimination in the community.

**Strategy Number FH-1:** Continue to provide funding for fair housing outreach activities and case investigation.

Five-Year Performance Goal: 40 housing discrimination cases to be investigated and 25 outreach activities to be carried out.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number FH-2:** Continue to participate in a countywide fair housing task force in order to improve the provision of fair housing services on a regional basis.

Five-Year Performance Goal: Continue to attend meetings and participate in helping carry out the goals of the task force.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number FH-3:** Develop a systematic method for proactive fair housing testing of housing in Mountain View.

**Five-Year Performance Goal:** Carry out testing of at least 10 properties.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

**Strategy Number FH-4:** Expand public outreach efforts to provide information regarding fair housing services in Mountain View, such as providing a direct link from the City's web site to the fair housing agency's web site, utilize the City's newsletter, "The View", to provide information on fair housing services, sponsor a community event during fair housing week and provide bilingual outreach material.

**Five-Year Performance Goal:** Carry out at least 10 new outreach activities.

**Objective:** Suitable Living Environment

**Outcome(s):** Availability/Accessibility

## **CONSOLIDATED PLAN NEEDS SECTION**

### **(Add to Section II, Housing and Community Development Needs)**

Priorities for allocating resources are identified by giving the highest priority to those income groups that exhibit the highest needs, per the 2000 Census data. Table 2A, Priority Needs Summary Table, under Attachment 7 of the Consolidated Plan, identifies the priorities by income group, household type and tenure.

The City intends to allocate its annual formula grant funds to the highest priority needs identified in the Consolidated Plan, contingent upon the application, eligibility and readiness of local projects applying for funding. New federal regulatory standards relating to the timely expenditure of CDBG funds require that no more than 1.5 times a jurisdiction's annual entitlement grant amount (plus program income) may remain in the letter of credit 60 days prior to the end of the program year. HUD now employs monetary sanctions against those jurisdictions that exceed the regulatory standard. As a result of this requirement, the City must consider not only the priority need that a project addresses but also the "readiness" of the project to be carried out.

The funding sources that are anticipated to be available to address the identified needs are listed under Section VIII, Five Year Strategic Plan, including Table 30 – Funding Sources.

## **2005–2010 STRATEGIC PLAN AMENDMENTS**

The Five-Year Strategic Plan brings together the needs and resources that are identified in the Consolidated Plan and presents a coordinated housing and community development strategy for addressing the identified needs with the available resources. The City's adopted Strategic Plan is amended to incorporate the following new required HUD sections. The City of Mountain View does not provide tenant based assistance with HOME funds and does not have a neighborhood revitalization strategy, therefore these sections are not included in the amendments.

## **RATIONALE FOR ALLOCATING PRIORITIES**

The City's five year Housing Strategy focuses on increasing the supply of affordable rental housing through new construction. The previous Consolidated Plan (1995-2000) included an aggressive preservation plan, and as a result, affordable housing properties that were at risk of conversion to market rate were all preserved. The current Consolidated Plan focuses on increasing the supply of rental housing, since renters were identified as the group with the greatest housing needs. Rehabilitation of existing affordable housing in order to extend the useful life of the properties and provide decent housing for the tenants is another high priority.

Developing affordable housing by converting existing market rate units to affordable housing was given a lower priority due to relocation costs which greatly increase project costs, the loss of the units from the supply of market rate housing, and the disruption that a conversion project would create for the current tenants. There are very few rental properties in Mountain View where the existing tenants are primarily low income and the property is in need of substantial rehabilitation, which would be the conditions under which an acquisition/rehabilitation and conversion to affordable housing would work. Providing tenant based rental assistance with HOME funds is not feasible for Mountain View due to the significant administrative costs of such a program and the small HOME funding that the City receives. A tenant based rental assistance program would result in only a handful of households being assisted.

## **OBJECTIVES AND PROPOSED ACCOMPLISHMENTS BY INCOME**

Priorities for allocating resources are identified by giving the highest priority to those income groups that exhibit the highest needs, per the 2000 Census data. Table 2A, Priority Needs Summary Table, under Attachment 7 of the Consolidated Plan, identifies the priorities by income group, household type and tenure.

The City intends to allocate its annual formula grant funds to the highest priority needs identified in the Consolidated Plan, contingent upon the application, eligibility and readiness of local projects applying for funding. New federal regulatory standards relating to the timely expenditure of CDBG funds require that no more than 1.5 times a jurisdiction's annual entitlement grant amount (plus program income) may remain in the letter of credit 60 days prior to the end of the program year. HUD now employs monetary sanctions against those jurisdictions that exceed the regulatory standard. As a result of this requirement, the City must consider not only the priority need that a project addresses but also the "readiness" of the project to be carried out.

The funding sources that are anticipated to be available to address the identified needs are listed under Section VIII, Five Year Strategic Plan, including Table 30.

## **INFORMATION ON PREVENTING HOMELESSNESS**

The City's Homeless Strategy addresses all the required topics: information on preventing homelessness, addressing emergency shelter and transitional needs, and helping in the transition to permanent housing. The Alpha Omega Program, operated by

the Community Services Agency provides outreach and assessment of individual homeless persons' needs and assists the chronically homeless to transition to permanent housing.

### **SUMMARY OF INSTITUTIONAL STRUCTURE**

The City's Five Year Strategy Plan includes a section on "Institutional Structure/Coordination" that addresses all the required topics. Private industry, nonprofit organizations, community and faith based organizations, and public institutions are all considered to be critical partners for carrying out the City's housing, homeless and community development strategies. The City's institutional structure includes the cooperation of State and local government in the metropolitan area.

### **ACTIVITIES TO ENHANCE ASSISTED HOUSING PROVIDERS AND PRIVATE GOVERNMENT AGENCIES TO ADDRESS THE CHRONICALLY HOMELESS**

The City's Homeless Strategy is intended to address the needs of all the homeless population, including the chronically homeless. The Community Services Agency's Alpha Omega Program is specifically targeted to the chronically homeless and assists them to obtain appropriate public benefits and permanent housing, so they can end the cycle of homelessness. The City will continue its efforts to support the Alpha Omega Program.

There is no public housing in Mountain View. In an effort to assist subsidized housing providers and private governmental health, mental health, and service agencies, the City will continue to use CDBG funds to help fund necessary public services and to support agency operations as well as upkeep of agency buildings.

### **ECONOMIC DEVELOPMENT EFFORTS**

The City's Anti-Poverty Strategy is amended to include economic development efforts to coordinate with private industry, businesses, developers and social service agencies to assist low income persons obtain job training and employment.